



Agency Board Meeting 18 February 2020

Board Report Number: SEPA 03/20

Corporate Performance Report Quarter Three 2019-2020

Summary:	<p>We present the third quarterly corporate performance report of this financial year, covering October-December 2019.</p> <p>The report describes progress made on the performance measures set out at the back of our 2019-2020 Annual Operating Plan.</p> <p>We have achieved target in three measures this quarter, and four year to date. For the remaining measures we have indicated how confident the measure owner is in achieving the measure by the end of the year. We have high confidence we will achieve 12 of the remaining measures and low confidence we will achieve one of them.</p>
Risks:	<p>There is one risk on the corporate risk register relevant to this report: The impact of the UK leaving the EU reduces our ability to deliver against our statutory purpose and actions and targets set out in our Corporate Plan and Annual Operating Plan.</p>
Resource and Staffing Implications:	<p>Measure 3 has moved to low confidence as the work to develop new permit templates is proving more challenging than expected. We are rescoping the resource required to deliver this work.</p>
Equality:	<p>Examples of the work we are doing to embed equality and human rights in all our work are included in the Chief Executive's Report to the Board and the Annual Report and Accounts.</p>
Environmental and Carbon Impact:	<p>Progress towards decreasing our greenhouse gas emissions is described in measure 15.</p>
Purpose and audience of the report:	<p>For information. Agency Management Team, Agency Board, Scottish Government and Public.</p>
Report Author:	<p>Craig Ballantyne, Junior Business Consultant Kelly Mathewson, Senior Business Consultant Jo Green, Chief Officer, Performance & Innovation</p>
Appendix:	<p>SEPA Quarter Three Corporate Performance Report</p>

SCOTTISH ENVIRONMENT PROTECTION AGENCY

Corporate Performance Report Quarter Three 2019-2020**1. Introduction**

This is the third quarterly performance report describing progress towards the measures set out in our Annual Operating Plan 2019-2020.

The measures are described briefly in this report but at the top of each page there is a hyperlink to a [document](#) which provides more detail about each of them.

2. Performance

At the end of December we have met four measures and have high confidence that we are on track to achieve another twelve. We have low confidence that we will achieve one measure.

Areas of significant progress this quarter include:

Measure 2: Sustainable Growth Agreements. We have met our target to agree at least two Sustainable Growth Agreements to showcase low carbon innovation. We signed the [Sustainable Growth Agreement with Midlothian Council and Shawfair LLP](#) this quarter in addition to the [Leven Programme Partnership Sustainable Growth Agreement](#) which was signed in July 2019.

Measure 8: Make the waste sector less attractive to criminals. We have now met our target to use intelligence to tackle at least three significant illegal waste sites.

Measure 10: Water environment – Fish barriers. We have met our target to develop partnerships at least two historic barriers (River Leven barriers 1 and 2), and to progress at least three projects to design or onsite groundworks initiation (four projects now meet this criteria).

Measure 6: Make the waste sector less attractive to criminals. This measure has returned to high confidence from medium as the internal training required has now been developed and is due to be rolled out in February. That means we will be able to carry out targeted duty of care inspections in March as originally planned.

Measure 15: Greenhouse gas emissions. Our emissions continue to be lower than the same period last year. Transport emissions have fallen by 19.5% and emissions from electricity and gas in our buildings fell by 11.5%.

The measure where our confidence is low is:

Measure 3: Clearer permits. This measure has moved to low confidence as the work to develop new permit templates is proving more challenging than was originally expected. We continue to engage with all relevant parties and have published a further consultation this quarter. Rescope work is underway but we will not achieve this measure this year.

3. Recommendations

The Agency Board is asked to note and comment on the contents of the report.

Corporate Plan measure	Annual Operating Plan measure	AMT member	Confidence ¹	Performance																																																																																																																								
Increase in the number of sector plans	<p>1. Sector Plans Publish a plan for every sector by the end of March 2021.</p> <p>1. Identify the sectors we will publish a sector plan for, along with the proposed timeline for their publication (August 2019).</p> <p>2. Identify Sector Sponsor and Sector Development Plan Leads for all sectors (December 2019).</p> <p>3. Initiate the development of 10 sector plans</p> <p>4. Publish nine sector plans</p>	John Kenny	Remains High	<p>This quarter, following ministerial discussions, we made details of the next 17 sector plans to be developed available publically, having previously announced them internally in Quarter 2. Three of these sector plans (Mining and quarrying; Commercial & public premises development & use; and Packaging manufacturing, reuse and reprocessing) have now begun development work and have reached the scoping and visioning phase.</p> <p>Although slightly delayed, work to identify and agree Sector Sponsors and Sector Plan Development Leads for the remaining 14 sector plans has been undertaken. These positions will be announced early in Quarter 4, when we will also begin development work for seven of the plans.</p> <p>This means we are fully on target to meet our objective to initiate the development of 10 sector plans by the end of Quarter 4.</p> <table border="1"> <thead> <tr> <th>New sectors identified</th> <th>Sector Sponsor and Development Lead identified</th> <th>Plans under development</th> <th>Plans in consultation</th> <th>Quarter when plans were published</th> </tr> </thead> <tbody> <tr> <td>Tyres</td> <td></td> <td></td> <td></td> <td>Q1</td> </tr> <tr> <td>Oil and gas decommissioning</td> <td></td> <td></td> <td></td> <td>Q1</td> </tr> <tr> <td>Leather</td> <td></td> <td></td> <td></td> <td>Q1</td> </tr> <tr> <td>Water supply and waste water</td> <td></td> <td></td> <td></td> <td>Q1</td> </tr> <tr> <td>Nuclear power generation and decommissioning</td> <td></td> <td></td> <td></td> <td>Q1</td> </tr> <tr> <td>Dairy processing</td> <td></td> <td></td> <td></td> <td>Q1</td> </tr> <tr> <td>Housing</td> <td></td> <td></td> <td></td> <td>Q1</td> </tr> <tr> <td>Strategic infrastructure</td> <td></td> <td></td> <td></td> <td>Q1</td> </tr> <tr> <td>Dairy production</td> <td></td> <td></td> <td></td> <td>Q2</td> </tr> <tr> <td>Crop production</td> <td></td> <td></td> <td></td> <td>Q2</td> </tr> <tr> <td>Finfish aquaculture</td> <td></td> <td></td> <td></td> <td>Q2</td> </tr> <tr> <td>Chemical manufacturing</td> <td></td> <td></td> <td>On hold</td> <td></td> </tr> <tr> <td>Forestry and wood processing</td> <td></td> <td></td> <td>Consultation closed in Q2</td> <td></td> </tr> <tr> <td>Mining and quarrying</td> <td></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Commercial & public premises development & use</td> <td></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Packaging manufacturing, reuse and reprocessing</td> <td></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Materials recovery</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other manufacturing</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Textiles and apparel manufacture</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Oil and gas product manufacturing and distribution</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Healthcare and clinical</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Electricity and heat production</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Defence activities regulated by SEPA</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>The seven sector plans which will begin development in 2020-2021 are: Livestock production; Pig production; Poultry production; Shellfish production; Drink manufacture; Food manufacture and processing; and Recreational, blue and green space.</p>	New sectors identified	Sector Sponsor and Development Lead identified	Plans under development	Plans in consultation	Quarter when plans were published	Tyres				Q1	Oil and gas decommissioning				Q1	Leather				Q1	Water supply and waste water				Q1	Nuclear power generation and decommissioning				Q1	Dairy processing				Q1	Housing				Q1	Strategic infrastructure				Q1	Dairy production				Q2	Crop production				Q2	Finfish aquaculture				Q2	Chemical manufacturing			On hold		Forestry and wood processing			Consultation closed in Q2		Mining and quarrying		✓			Commercial & public premises development & use		✓			Packaging manufacturing, reuse and reprocessing		✓			Materials recovery					Other manufacturing					Textiles and apparel manufacture					Oil and gas product manufacturing and distribution					Healthcare and clinical					Electricity and heat production					Defence activities regulated by SEPA				
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Corporate Plan measure	Annual Operating Plan measure	AMT member	Confidence ¹	Performance								
Increase in the number of Sustainable Growth Agreements	2. Sustainable growth agreements Agree at least two Sustainable Growth Agreements to specifically showcase low carbon innovation	Jo Green	Target Achieved	<table border="1"> <thead> <tr> <th>Total number of Sustainable Growth Agreements</th> <th>Agreed this year</th> <th>Agreed this quarter</th> <th>Reviewed this quarter</th> </tr> </thead> <tbody> <tr> <td>9</td> <td>2</td> <td>1</td> <td>0</td> </tr> </tbody> </table>	Total number of Sustainable Growth Agreements	Agreed this year	Agreed this quarter	Reviewed this quarter	9	2	1	0
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<p>We have achieved this measure. This quarter we signed a Sustainable Growth Agreement with Midlothian Council and Shawfair LLP that showcases low carbon innovation. Shawfair is a new development in Midlothian. One of the biggest features of the settlement will be a low carbon district heating system. General principles of the development’s design and layout will protect space for district heating pipe runs to ensure this key component of Shawfair can be undertaken.</p> <p>This target is now achieved as we also signed the Leven Programme Partnership Sustainable Growth Agreement in July 2019. As part of this agreement we will work with partners to establish tools and projects which will demonstrate how the Leven community can move from having been a high carbon community in the past, to being a low carbon community of the future.</p> <p>A potential breakthrough partnership could also be delivered by the end of the financial year. In addition, we are working towards several other Sustainable Growth Agreements that will also showcase low carbon initiatives and innovation.</p>												

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All permits have obligations which are clearer	<p>3. Clearer permits This year we will have new permit templates for four sectors: Finfish aquaculture; Landfill; Metals and Scotch Whisky sectors.</p> <p>We will begin issuing permits in the new template in the following sectors:</p> <ul style="list-style-type: none"> • Finfish aquaculture sector: 60-70% of 286 permits for operational sites; • Landfill sector: all permits for the 12 priority sites • Metals sector: all permits for the 30 priority sites* 	Ian Buchanan	Moved from Medium to Low	<p>This measure has moved to low confidence as the work to develop new permit templates is proving more challenging than was originally expected. We are currently rescoping the resource needed to deliver this work but we will not achieve this measure this year.</p> <p>We continue to engage with relevant parties at the right stage of development with one consultation published in November and another due to be published in January. Further details are given in the table below:</p> <table border="1"> <thead> <tr> <th>Sector</th> <th>Discovery</th> <th>Consultation</th> <th>Template issued</th> <th>Percentage of planned licences in new licence template</th> </tr> </thead> <tbody> <tr> <td>Finfish aquaculture</td> <td>Completed</td> <td>Completed</td> <td>Yes</td> <td>Draft Permits have been issued to new applications and when there is variations to existing sites. Work is underway to understand how we transition existing operational sites onto our new template.</td> </tr> <tr> <td>Landfill</td> <td>Template at advanced stage.</td> <td>We published a Permit template and Environmental Monitoring Plan consultation 28 November, this will close on 28 February 2020. A stakeholder event will take place in February 2020.</td> <td>No</td> <td></td> </tr> <tr> <td>Metals</td> <td>Completed.</td> <td>Ready for external consultation. Due to be published in January 2020.</td> <td>No</td> <td></td> </tr> <tr> <td>Scotch Whisky</td> <td>Ongoing work on water policy and regulatory approach.</td> <td>Formal external consultation still to be undertaken</td> <td>No</td> <td></td> </tr> </tbody> </table>	Sector	Discovery	Consultation	Template issued	Percentage of planned licences in new licence template	Finfish aquaculture	Completed	Completed	Yes	Draft Permits have been issued to new applications and when there is variations to existing sites. Work is underway to understand how we transition existing operational sites onto our new template.	Landfill	Template at advanced stage.	We published a Permit template and Environmental Monitoring Plan consultation 28 November, this will close on 28 February 2020. A stakeholder event will take place in February 2020.	No		Metals	Completed.	Ready for external consultation. Due to be published in January 2020.	No		Scotch Whisky	Ongoing work on water policy and regulatory approach.	Formal external consultation still to be undertaken	No	
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				Other Permit Development																									
				Medium combustion plant		Template issued.																							
				Healthcare waste management		The template has been signed off, and applications for NHS contingency sites are now being determined onto the new template.																							
				Controlled Activity Regulations Herbicides.		The discovery phase has been completed. It is ready for sign off and issue.																							
Engineering template for large infrastructure projects.		Discovery is underway. We are focusing this on Transport Scotland.																											

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Fewer instances of poor environmental performance	<p>4. Decreasing non-compliance Reduce the number of licences classed as very poor at the end of March 2019.</p>	Ian Buchanan	Remains High	<table border="1"> <thead> <tr> <th>Reporting year</th> <th>2019-2020 Q1</th> <th>2019-2020 Q2</th> <th>2019-2020 Q3*</th> </tr> </thead> <tbody> <tr> <td>Number very poor at start of year</td> <td colspan="3">51</td> </tr> <tr> <td>Number assessed year to date</td> <td>17</td> <td>30</td> <td>36</td> </tr> <tr> <td>Number of these which are still very poor this year</td> <td>2</td> <td>5</td> <td>5</td> </tr> <tr> <td>Percentage reduction of those assessed year to date</td> <td colspan="3">86.1%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Year</th> <th>2016-2017</th> <th>2017-2018</th> <th>2018-2019</th> </tr> </thead> <tbody> <tr> <td>Overall percentage reduction</td> <td>66%</td> <td>75%</td> <td>52.5%</td> </tr> </tbody> </table>	Reporting year	2019-2020 Q1	2019-2020 Q2	2019-2020 Q3*	Number very poor at start of year	51			Number assessed year to date	17	30	36	Number of these which are still very poor this year	2	5	5	Percentage reduction of those assessed year to date	86.1%			Year	2016-2017	2017-2018	2018-2019	Overall percentage reduction	66%	75%	52.5%		
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	<p>5. Persistently failing sites Reduce the number of licences which were non-compliant for two years or more at the end of March 2019.</p>	Ian Buchanan	Remains High	<table border="1"> <thead> <tr> <th>Reporting year</th> <th>2019-2020 Q1</th> <th>2019-2020 Q2</th> <th>2019-2020 Q3*</th> </tr> </thead> <tbody> <tr> <td>Number non-compliant at start of year</td> <td colspan="3">183</td> </tr> <tr> <td>Number assessed year to date</td> <td>93</td> <td>116</td> <td>120</td> </tr> <tr> <td>Number of these which are still non-compliant this year</td> <td>35</td> <td>53</td> <td>63</td> </tr> <tr> <td>Percentage reduction of those assessed year to date</td> <td colspan="3">52.5%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Year</th> <th>2015-2016</th> <th>2016-2017</th> <th>2017-2018</th> <th>2018-2019</th> </tr> </thead> <tbody> <tr> <td>Overall percentage reduction</td> <td>44%</td> <td>45%</td> <td>40%</td> <td>36.8%</td> </tr> </tbody> </table>	Reporting year	2019-2020 Q1	2019-2020 Q2	2019-2020 Q3*	Number non-compliant at start of year	183			Number assessed year to date	93	116	120	Number of these which are still non-compliant this year	35	53	63	Percentage reduction of those assessed year to date	52.5%			Year	2015-2016	2016-2017	2017-2018	2018-2019	Overall percentage reduction	44%	45%	40%	36.8%
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Eradication of waste crime	<p>6. Make the waste sector less attractive to criminals This year we will carry out duty of care campaigns in the housing and infrastructure sectors.</p>	Ian Buchanan	Moved from Medium to High	<p>The confidence level for this measure has moved back to high as the internal training we are developing for staff who are carrying out inspections will now be ready to roll out in February. This training will ensure they understand duty of care in relation to the housing and strategic infrastructure sectors, as well as ensure they have swift and effective routes to enforcement where required. As the training will be completed in February, we will now be able to carry out targeted duty of care inspections in March as originally planned.</p> <p>We aim to have a new “baseline” level training package available on NetRegs by the end of January. We will promote this in our external engagement and more detailed training will be created based on customer feedback. It will be aimed at both housing development managers and their onsite staff.</p> <p>In February, we will hold an awareness-raising event in partnership with Zero Waste Scotland. This event will focus specifically on housing and duty of care. We will provide information on existing regulations, while Zero Waste Scotland will offer support on compliance and moving beyond compliance in the sector.</p>																														

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	<p>7. Make the waste sector less attractive to criminals This year we will participate in at least five multi-agency operations to disrupt waste crime.</p>	Ian Buchanan	Target achieved	<p>We have met our target to participate in at least five multi-agency operations. We will continue to seek opportunities to disrupt waste crime via multi-agency operations and report our progress.</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Number of operations completed each quarter</td> <td>3</td> <td>2</td> <td>1</td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Number</th> <th>Operation name</th> <th>Details</th> </tr> </thead> <tbody> <tr> <td>6</td> <td>Operation Mode - Grangemouth Port</td> <td>On 28-29 October, we participated in an operation organised by the British Transport Police. This operation focused on illicit movement of materials, including waste, through Scotland's ports. We completed a number of container checks at Grangemouth Port. Some minor offences were detected and we provided advice and guidance.</td> </tr> <tr> <td>5</td> <td>Operation Mode - Cairnryan Port</td> <td>Operation Mode took place on 25 September. We worked with Police Scotland, British Transport Police and Borders Patrol. This was part of an annual multi-agency operation where partners come together to disrupt and detect crime across public or private transportation links. A check was completed on vehicles crossing to/from Cairnryan Port. Our involvement was to assess waste being transported to and from Ireland to ensure that it complied with transfrontier and duty of care waste legislation. The day was a success with many vehicles being checked, useful intelligence gathered and guidance and advice provided.</td> </tr> <tr> <td>4</td> <td>Operation Pintail</td> <td>On 23 July 2019, we took the lead in a multi-agency operation alongside Police Scotland concerning an unauthorised waste site in Renfrewshire. This was an intelligence-led operation which resulted in on the ground intervention successfully halting the importation and burial of mixed waste that was suspected to have originated from England.</td> </tr> <tr> <td>3</td> <td>Operation Alternate</td> <td>This campaign was co-ordinated by Police Scotland to reduce criminality and casualties on Scotland's roads. We participated in a multi-agency day of action alongside Police Scotland and HM Revenue and Customs. 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1	Shut Out Scammers - North Lanarkshire																																	
	<p>8. Make the waste sector less attractive to criminals This year we will use intelligence to tackle at least three significant illegal waste sites.</p>	Ian Buchanan	Remains High	<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>No of sites being investigated each quarter</td> <td>4</td> <td>6</td> <td>5</td> <td></td> </tr> <tr> <td>No of site investigations closed each quarter</td> <td>0</td> <td>1</td> <td>2</td> <td></td> </tr> </tbody> </table> <p>Operation Pintail, Johnstone - With support from Police Scotland, we made a controlled entry onto an area of derelict land next to an end of life vehicle site which intelligence suggested was being used to bury baled commercial/household waste. Through this operation, we have been able to end the unauthorised disposal activity which had been taking place.</p> <p>The evidence available did not confirm the presence of baled waste, only construction and demolition wastes. Based on this, we made the decision to issue a Fixed Monetary Penalty. Intelligence gained during this investigation has supported the ongoing Operation Kingfisher work into cross-border waste disposal. While the investigation has been closed, we continue to work with the landowner to secure the site to prevent any future offences.</p> <p>Biggar Road Industrial Estate, Motherwell - We were notified that baled waste had been deposited on the site. We were able to secure the removal of the majority of the waste by the landowner using a Section 59 Notice. No further deposits of this waste type have been made. While we were unable to identify the person responsible for depositing the waste, valuable intelligence was gained which has supported the ongoing Operation Kingfisher work into cross-border waste disposal.</p>		Q1	Q2	Q3	Q4	No of sites being investigated each quarter	4	6	5		No of site investigations closed each quarter	0	1	2																
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Improvement in the quality of Scotland's environment	<p>9. Water environment – physical condition. Increase the length of river where physical condition is restored.</p> <p>This year we will progress two projects towards initiation of onsite groundworks, complete options development for projects in two other communities and develop partnerships for projects in three further communities.</p>	John Kenny	Target Achieved	<table border="1"> <thead> <tr> <th>Project Name</th> <th>Partnership initiation</th> <th>Scoping/ Options Appraisal</th> <th>Design</th> <th>Onsite</th> <th>Complete</th> <th>Outcome</th> </tr> </thead> <tbody> <tr> <td>Brothock Water</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Den Burn</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>River Leven</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Allander Water</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Luggie Water</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Park Water/Stand Burn</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>River Nith (Phase 1)</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td>River Nith (Phase 2)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>River Levern</td> <td></td> <td>✓</td> <td>⊙ Q4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Tollcross</td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Garrel Burn</td> <td></td> <td></td> <td></td> <td>⊙ Q4</td> <td></td> <td></td> </tr> <tr> <td>Back Burn</td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Project Name	Partnership initiation	Scoping/ Options Appraisal	Design	Onsite	Complete	Outcome	Brothock Water	✓						Den Burn	✓						River Leven	✓						Allander Water	✓						Luggie Water	✓						Park Water/Stand Burn	✓						River Nith (Phase 1)					✓		River Nith (Phase 2)							River Levern		✓	⊙ Q4				Tollcross				✓			Garrel Burn				⊙ Q4			Back Burn		✓				
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<p>✓ = Completed, ⊙ = Targeted completion date</p> <p>Onsite groundworks - So far this year, we have initiated onsite groundworks for two projects. One of these projects, River Nith (Phase 1), has completed this stage. We will also begin groundworks for a third project, at the Garrell Burn, before the end of March, this is ahead of our original schedule.</p> <p>Options development - To date, we have completed an options appraisal for two projects and begun scoping an options appraisal for six others.</p> <p>Partnership initiation - To date this year, we have developed partnerships for projects in six communities.</p>																																																																																															

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	<p>10. Water environment – Fish barriers. Increase the length of river where fish movement is not restricted by man-made barriers</p> <p>This year we will develop partnerships for at least two historic barriers. At least three projects will reach full project design or onsite groundworks initiation.</p>	John Kenny	Target Achieved	<table border="1"> <thead> <tr> <th>Project Name</th> <th>Partnership initiation</th> <th>Scoping/ Options Appraisal</th> <th>Design</th> <th>Onsite</th> <th>Complete</th> <th>Outcome</th> </tr> </thead> <tbody> <tr> <td>Gateside Weir</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Kinness Burn (Barrier 1)*</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Kinness Burn (Barrier 2)*</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Gottar Water</td> <td></td> <td></td> <td></td> <td>▶</td> <td>✓</td> <td></td> </tr> <tr> <td>Limefield Falls</td> <td></td> <td>▶</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Garlogie</td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Bronie Burn</td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>River Leven (Barrier 1)</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>River Leven (Barrier 2)</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>▶ = Moved onto next phase * As detailed in the Quarter 1 Corporate Performance Report, we will no longer proceed with the Kinness Burn projects</p> <p>Partnership initiation - This year to date, we have initiated partnerships for three historic barriers. This includes two barriers on the River Leven, where scoping/options appraisal has started ahead of schedule.</p> <p>Scoping/Options appraisal - To date we have completed the scoping/option appraisal phase for three projects. Gateside Weir has been commissioned with projected completion in Quarter 4.</p> <p>Options Development for Bronie Burn is complete. The technical design is projected to be completed by the end of Quarter 4.</p> <p>Design - So far this year, we have completed design work on three projects.</p> <p>Onsite groundworks - Groundworks at Gottar Water have been completed with salmon already being seen moving up the river for the first time in over 100 years.</p>	Project Name	Partnership initiation	Scoping/ Options Appraisal	Design	Onsite	Complete	Outcome	Gateside Weir	✓						Kinness Burn (Barrier 1)*							Kinness Burn (Barrier 2)*							Gottar Water				▶	✓		Limefield Falls		▶	✓				Garlogie			✓				Bronie Burn		✓					River Leven (Barrier 1)	✓						River Leven (Barrier 2)	✓					
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	<p>11. Water environment – diffuse pollution Achieve more than 80% uptake of required actions to alleviate diffuse pollution after first follow-up visits to non-compliant farms.</p>	Ian Buchanan	Remains High	<table border="1"> <thead> <tr> <th>Year</th> <th>2014-2015</th> <th>2015-2016</th> <th>2016-2017</th> <th>2017-2018</th> <th>2018-2019</th> <th>Q3 2019 - 2020*</th> </tr> </thead> <tbody> <tr> <td>Percentage uptake</td> <td>88%</td> <td>83%</td> <td>86%</td> <td>88%</td> <td>87%</td> <td>91.7%</td> </tr> </tbody> </table> <p>*Year to date</p> <p>88 follow-up visits were completed this quarter. Of these, 16 were first revisits with all farms found to be compliant or working towards compliance at that visit.</p>	Year	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Q3 2019 - 2020*	Percentage uptake	88%	83%	86%	88%	87%	91.7%																																																								
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Achievement of milestones to deliver the next flood risk management strategies	<p>12. Flood risk management strategies This year we will be updating the critical methodology used to appraise and prioritise the actions in the next strategies</p>	David Pirie	Remains High	<p>As previously reported, the development of flood risk management strategies, due for publication in 2021, is well underway. A draft methodology has been agreed and work is underway to test this on a number of areas.</p> <p>We have defined where flood risk management activity will be targeted and the process to determine future actions.</p> <p>Our consultants, RPS and Jacobs, have started to produce draft output to support this work, which we are reviewing. This is due to be shared with key partners and stakeholders early in 2020.</p> <p>We are establishing a wide early engagement plan with key partners and stakeholders, with three stages of engagement in advance of a formal consultation from December 2020.</p>																																																																						

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Increase in the number of properties covered by flood warning schemes	13. Flood warning schemes This year we will deliver the Ayr and Annick schemes which cover at least another 200 properties with a flood warning scheme.	David Pirie	Remains High	Stage	Progress	Update
				Project scoping	✓	Project scoping is now complete. All available data from rain gauges and river flows has been reviewed and quality-checked. We have completed survey work to identify locations for new gauges.
				Commissioning modelling contract	✓	This is complete. A modelling contract has been awarded to JBA Consulting.
				Feasibility Study	✓	This is complete. JBA Consulting has produced the report which details the approach that will be taken.
				Model development	In progress but slightly delayed	We are waiting on the final models which should be received in early January. There was an issue with the Lower Irvine model which includes the Lower Annick Water. Our project team is working with the consultant to fix this and we remain confident of meeting our targets.
				Systems integration	In progress	End to end testing is underway.
				Training and Communications	To be started	This will begin in early 2020.
				Flood warning service begins	To be started	Scheduled to be completed by the end of Quarter 4.

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Improvement to our services based on customer feedback	<p>14. Consultation Consult and engage on areas of our services.</p> <p>We will report on the progress of consultations that take place this year.</p>	Jo Green	Remains High	<table border="1"> <thead> <tr> <th>Consultation title</th> <th>Launched</th> <th>Completed</th> <th>Number of responses received</th> </tr> </thead> <tbody> <tr> <td>The use of biomass or feed to regulate the organic output from marine pen fish farming to the environment</td> <td>3 October 2019</td> <td></td> <td></td> </tr> <tr> <td>SEPA Flood Risk Management Procurement Framework</td> <td>2 October 2019</td> <td>Q3</td> <td>Analysis still to be carried out</td> </tr> <tr> <td>Waste data</td> <td>2 September 2019</td> <td>Q3</td> <td>65</td> </tr> <tr> <td>Forestry and wood processing sector plan</td> <td>1 July 2019</td> <td>Q3</td> <td></td> </tr> <tr> <td>SEPA's WEEE charging scheme consultation</td> <td>18 April 2019</td> <td>Q1</td> <td>2</td> </tr> <tr> <td>Water supply and waste water treatment sector plan</td> <td>21 December</td> <td>Q1</td> <td>51</td> </tr> <tr> <td>Nuclear Power Generation and Decommissioning Sector Plan</td> <td>21 December</td> <td>Q1</td> <td>20</td> </tr> <tr> <td>Leather Sector Plan</td> <td>21 December</td> <td>Q1</td> <td>10</td> </tr> <tr> <td>Housing Sector Plan</td> <td>21 December</td> <td>Q1</td> <td>51</td> </tr> <tr> <td>Crop Production Sector Plan</td> <td>21 December</td> <td>Q1</td> <td>39</td> </tr> <tr> <td>Chemicals Manufacturing Sector Plan</td> <td>21 December</td> <td>Q1</td> <td>23</td> </tr> <tr> <td>Strategic Infrastructure (Transport and Utilities) Sector Plan</td> <td>21 December</td> <td>Q1</td> <td>47</td> </tr> <tr> <td>Dairy Processing Sector Plan</td> <td>21 December</td> <td>Q1</td> <td>11</td> </tr> <tr> <td>Dairy Production Sector Plan</td> <td>21 December</td> <td>Q1</td> <td>22</td> </tr> </tbody> </table>	Consultation title	Launched	Completed	Number of responses received	The use of biomass or feed to regulate the organic output from marine pen fish farming to the environment	3 October 2019			SEPA Flood Risk Management Procurement Framework	2 October 2019	Q3	Analysis still to be carried out	Waste data	2 September 2019	Q3	65	Forestry and wood processing sector plan	1 July 2019	Q3		SEPA's WEEE charging scheme consultation	18 April 2019	Q1	2	Water supply and waste water treatment sector plan	21 December	Q1	51	Nuclear Power Generation and Decommissioning Sector Plan	21 December	Q1	20	Leather Sector Plan	21 December	Q1	10	Housing Sector Plan	21 December	Q1	51	Crop Production Sector Plan	21 December	Q1	39	Chemicals Manufacturing Sector Plan	21 December	Q1	23	Strategic Infrastructure (Transport and Utilities) Sector Plan	21 December	Q1	47	Dairy Processing Sector Plan	21 December	Q1	11	Dairy Production Sector Plan	21 December	Q1	22
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<p>Waste data - We received a total of 65 responses from a variety of organisations and individuals. The main responders were from government and the waste industry. Other responders included local authorities, land owners, consultancies and developers.</p> <p>For both questions, the majority of responders agreed that more data should be made available. A full summary of responses can be found on our consultation hub.</p> <p>Forestry and wood processing sector plan - We received 31 responses for this consultation. These led to us increasing emphasis on climate emergency and biodiversity.</p>																																																																

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Reduction in our greenhouse gas emissions	<p>15. Greenhouse gas emissions Introduce new greenhouse gas emissions reduction targets that exceed our fair share of targets set for Scotland in the forthcoming Climate Change Act.</p> <p>This year we will also reduce our carbon emissions by 47% when set against our baseline emissions in 2007. We will achieve this by 31 March 2020.</p>	Fiona Martin	Remains High	<p>The Scottish Climate Change Bill was passed by Parliament on 25 September. The Bill sets a target of net zero emissions for Scotland by 2045 and increases the interim 2030 milestone from 70% to 75%. The national target for net zero emissions by 2045 and the interim goals will feed into setting a new target for SEPA to reduce greenhouse gas emissions.</p> <p>Our Agency Management Team agreed in November 2019 to adopt a net zero target that addresses carbon, waste and water; and will be asked to agree a specific target and plan to achieve it during Quarter 4.</p> <p>We have high confidence that this measure will be achieved and we are already on track by making reductions in travel and building energy emissions this year. At the end of this quarter, transport emissions have fallen by 19.5% compared to the same quarter last year. A breakdown showing the methods of travel can be found below.</p> <p>Emissions from electricity and gas use in our buildings fell by 11.5% this quarter compared to the same period last year.</p> <p>For the year to date, transport accounts for 44% of our total emissions and gas and electricity account for 49%. The emissions for our survey vessel, the Sir John Murray account for the remaining 7% of the total.</p> <table border="1"> <thead> <tr> <th>Travel mode</th> <th>Year to date (tonnes carbon dioxide equivalent*)</th> <th>Percent change</th> <th>Building Energy</th> <th>Year to date (tonnes carbon dioxide equivalent*)</th> <th>Percent change</th> </tr> </thead> <tbody> <tr> <td>Air</td> <td>36.1</td> <td>-352.5%</td> <td>Electricity</td> <td>527.5</td> <td>-13.5%</td> </tr> <tr> <td>Business car miles</td> <td>271.7</td> <td>-21.4%</td> <td>Gas</td> <td>86.4</td> <td>+2.9%</td> </tr> <tr> <td>Ferry</td> <td>0.88</td> <td>-37.6%</td> <td>Total</td> <td>613.9</td> <td>-11.5%</td> </tr> <tr> <td>Pool cars</td> <td>178.3</td> <td>0.1%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Rail</td> <td>55.5</td> <td>-23.3%</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>542.5</td> <td>-19.5%</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>* "Carbon dioxide equivalent" is a measure which allows our different greenhouse gas emissions to be compared on a like-for-like basis relative to one unit of carbon dioxide.</p>	Travel mode	Year to date (tonnes carbon dioxide equivalent*)	Percent change	Building Energy	Year to date (tonnes carbon dioxide equivalent*)	Percent change	Air	36.1	-352.5%	Electricity	527.5	-13.5%	Business car miles	271.7	-21.4%	Gas	86.4	+2.9%	Ferry	0.88	-37.6%	Total	613.9	-11.5%	Pool cars	178.3	0.1%				Rail	55.5	-23.3%				Total	542.5	-19.5%			
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Achievement of annual efficiency savings	<p>16. Organisational efficiencies Manage operating expenditure within income forecast for the year.</p>	Stuart McGregor	Remains High	Following savings identified by the Agency Management Team in the previous quarter, we estimate that we are still on track to meet our financial targets at the end of the year.																																										
	<p>17. Cost recovery Recover at least 97% of our costs across our charging schemes.</p>	Stuart McGregor	Remains High	Our current forecast shows we will achieve cost recovery of 98% in 2019-2020, 1% greater than target.																																										

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